

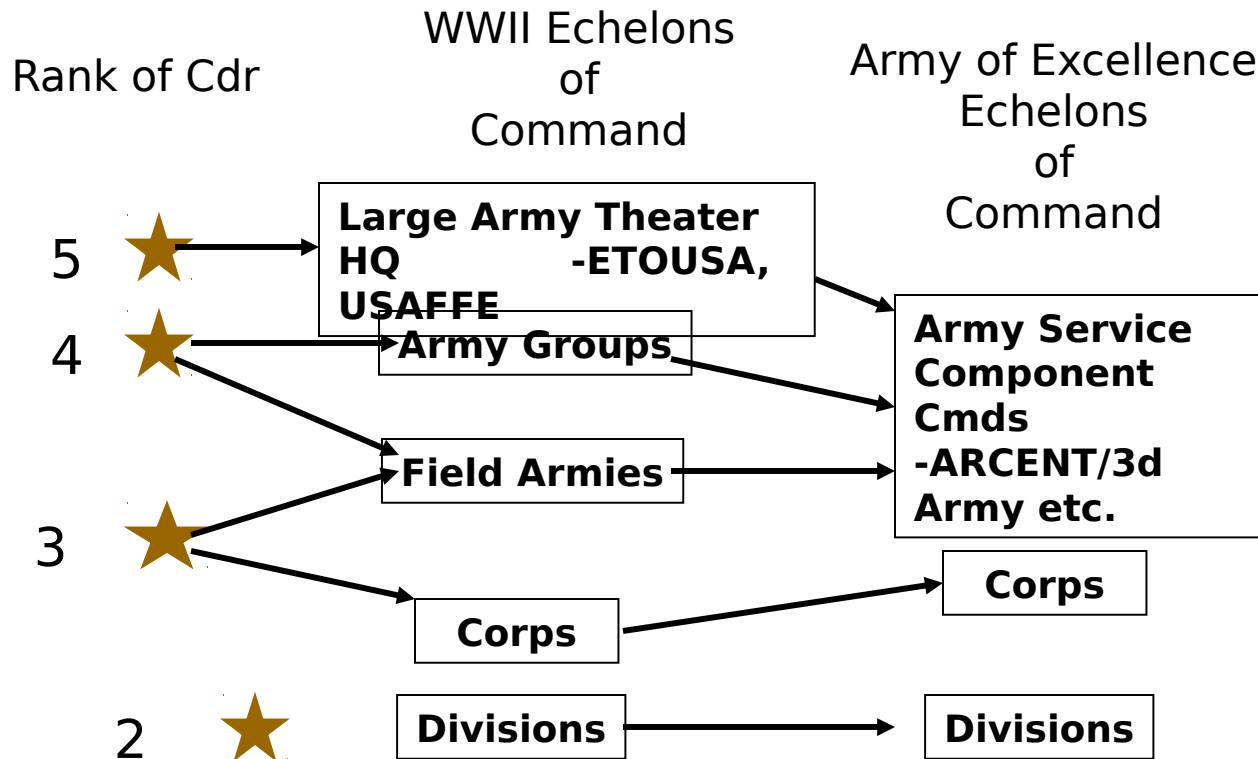


On Headquarters: Use and Abuse of US Army Operational Headquarters from 2001-2014.

Dr John A. Bonin, Ph. D.
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December 2015



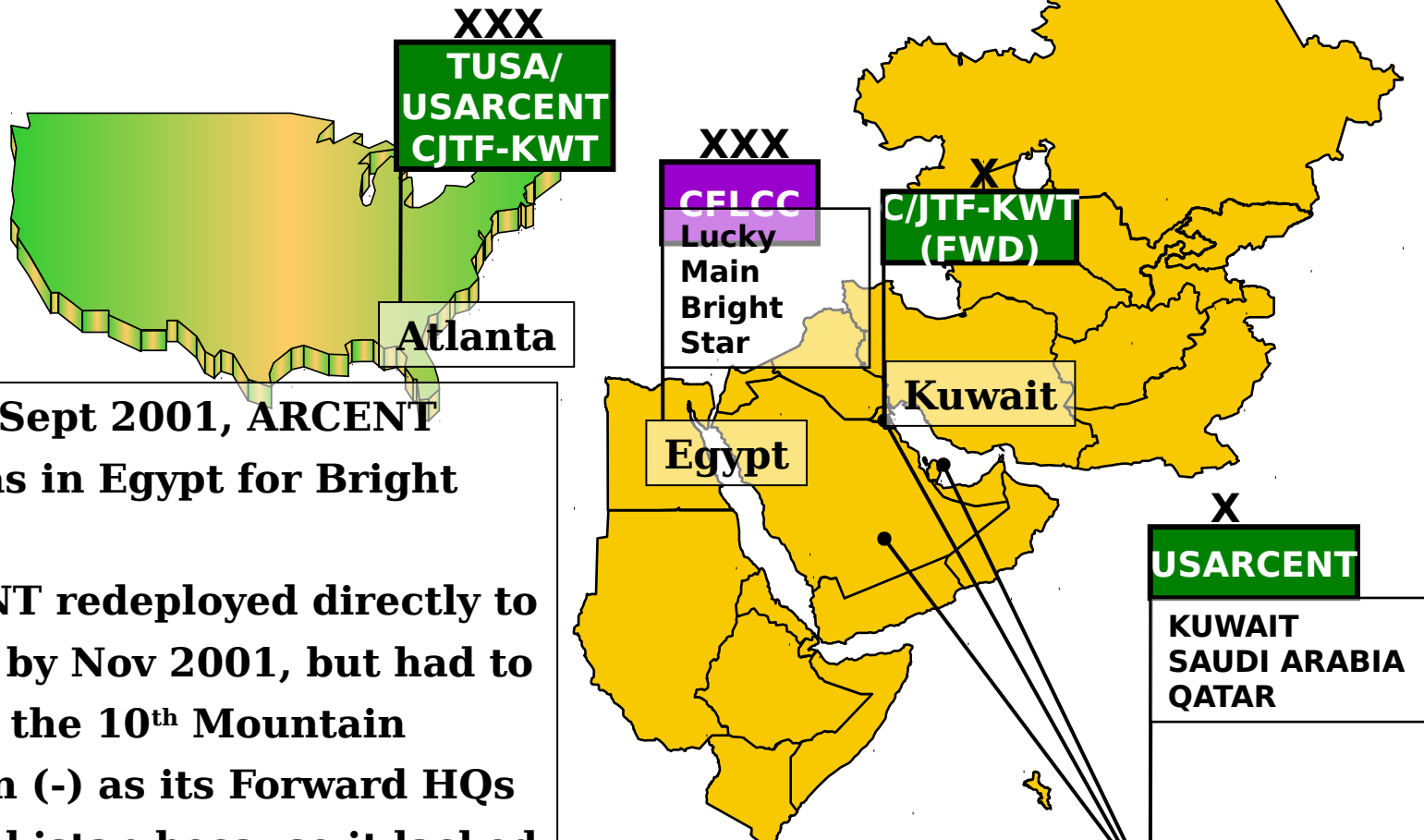
Army HQs Echelons since World War II



Since World War II, the Army reduced its larger echelons of command from five above regiment/brigade to only three in the 1990s. While the size of Army forces have also gone down the complexity and strategic significance of Army operations have increased.



Echelonment of Third US Army (11 September 2001)



- On 11 Sept 2001, ARCENT HQs was in Egypt for Bright Star.
- ARCENT redeployed directly to Kuwait by Nov 2001, but had to employ the 10th Mountain Division (-) as its Forward HQs in Uthmaniyah because it lacked

ARCENT was organized under TOE 51-001, as an ALO 5 unit with some 500 authorized personnel, but 900 required on 11 September 2001.

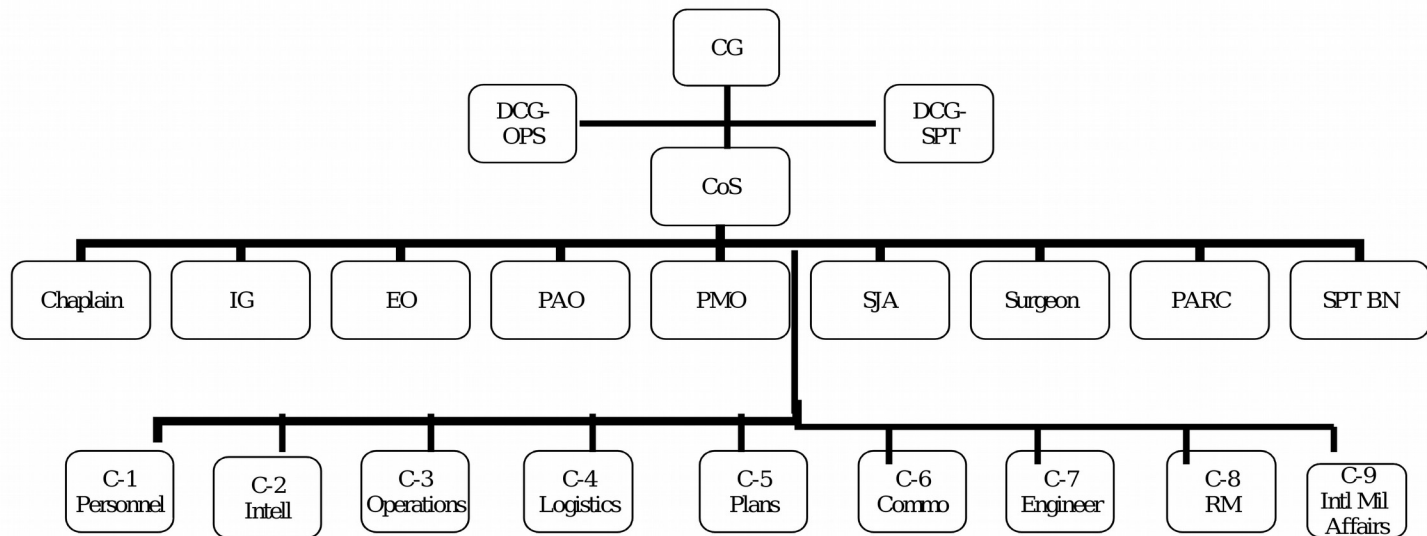


CFLCC Operation Enduring Freedom MISSION 20 November 2001

Coalition Forces Land Component Commander directs and synchronizes land operations to destroy Al Qaida and prevent the re-emergence of international terrorist activities within Coalition/Joint Operations Area - AFGHANISTAN and supports humanitarian operations in order to create a peaceful and stable environment within AFGHANISTAN.



Third U.S Army/CFLCC Headquarters Organization Feb 2002



- Staff sections IAW modular MTOE 51-001 draft
- Operated from three main locations:
 - Home Station Support Node-Ft. McPherson, GA
 - Main/Rear-Camp Doha, Ku
 - 10th Mountain Div HQs (-) ARCENT Forward-Karshi, Uzbekistan

1200 Total Personnel
Including 140(+) joint
Augmentees



THE UNITED STATES ARMY WAR COLLEGE CFLCC/3rd Army In Iraqi Freedom



I MEF & UK-92,000
V Corps- 134,000
377 TSC-30,000
Army Troops-26,000
ARSOF-10,000
TOTAL-292,000 (200,000-
USA)

XXXXXX
CENTCOM

GEN FRANKS

XXXX

CFLCC

LTG
MCKIERNAN

ARCENT successfully
served as a multi-
corps CJFLCC for
OIF 1

JSOTF North

XXX

V Corps

LTG WALLACE

XX

1 AD

X

TF 2/82

XX

3ID

XX

101 AAD

3 Ground 1 AVN 4 Ground 2 AVN

3

4

XXX

I MEF

LTG CONWAY

173

ABN

X

2 MEB

XX

1 MARDIV

3 Regiments

XX

1 UK AD

++

377 TSC

++

416 ENCOM

++

335 SIG CMD

++

32 AAMDC

X

75 XTF

++

352 CA CMD

X

513 MI BDE

X

244 AVN BDE

X

455 Chem

X

800 EPW BDE

++

3 PERS COM

++

366 FIN COM

X

220 MP BDE

++

143 TRANSCOM

++

3 MED COM

STRENGTH and WISDOM

ARCENT also served as
CJTF-7 from 1 May 2003
until 15 June 2003 when V
Corps became CJTF-7



CJTF-7 HQs Challenges



- The Corps HQs had an initial strength of some 280 personnel on 17 May 2003.
- The initial JMD for CJTF-7 on 15 June 2003 at approx 595 lacked numbers and functions.
 - JMD called for only three general officers as compared with CFLCC which had GOs as staff principals.
 - JMD called only for a 21 person CJ-5 Plans staff. On 7 June it had only 9 personnel and no COL.
- The Services acted slowly to approve and fill JMD personnel requirements.
 - Many staff officers assigned lacked the skill sets or experience for duty in CJTF-7
 - CJTF-7 achieved acceptable levels of staffing by Spring 2004.
- The Services/Allies had differing tour lengths.
 - USAF officers were on 60 to 120 day assignments.
 - Between July and November 2003, there were 6 different chiefs of CJ-5 Plans.
- Eventually, CJTF-7 was authorized 1,328 spaces but no more than some 1,100 were ever filled before 15 May 2014 conversion to MNF-I and MNC-I.
 - By July 2003, LTG Sanchez convinced GEN Keane, acting CSA, to provide MGs as CJ2, CJ3, CJ4, and CJ5.
 - 19 GOs were assigned to CJTF-7 by 1 Feb 2004.



Theater Army: The Echelon Above Reality?

- **What is the theater army?**
- **What is its relevance today?**
- **Who else can do that mission?**

**Donald Rumsfeld, Secretary of Defense,
Questions for the Secretary of the
Army and Chief of Staff of the Army
15 January 2004.**



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Command Echelons Transformed

Migrating functions and capabilities to fewer levels

AOE

Modularity

XXXX
Army

XXX
CORPS

XX
DIVISION

X
BRIGADE

★★★★
Theater Army HQ

Army & Joint Support In AOR

★★★★/★★
Corps/Division Level HQ

Primary Warfighter
JTF*/(C)JFLCC*/ARFOR Capable

JTF/ (C)JFLCC Capable*

Brigade

Battles & Engagements

Functional array, not pure hierarchy

STRENGTH *and* WISDOM

* With SJFHQ or Joint/Coalition Manning Doc



2009 Revised Army Operational Concept

CORPS: Corps (not Theater Army) is Army's primary HQs to C2 land operations for major operations, including JTF or JFLCC/ARFOR.

THEATER ARMY: Theater Army continues to provide:

- AOR-wide Title 10, ADCON, ASOS, CUL, and Army Executive Agent support to:
 - The Combatant Commander
 - Other Service, Joint and Army forces operating within the AOR
 - Any JOAs opened within the AOR.
- Theater Army may (with Contingency Command Post [CCP] capability) - directly C2 smaller scale contingency operations within the AOR which are:
 - Limited in scale, scope, intensity and duration
 - Require immediate response
 - Provide C2 for the early phases of more complex/lengthy operations until relieved by a HQ capable of C2 for sustained operations



THE UNITED STATES ARMY WAR COLLEGE



Improving Army Joint Force Capability

1. As you know, the Army is fully committed to better support geographic Combatant Commands. We are convinced that significant operational flexibility is provided the Combatant Commander when Army Corps and Division Headquarters are prepared to function as the core element of a Joint Task Force or as a Joint Force Land Component
2. To advance this end, in Fiscal Year 2013, the Army is aligning a corps or division headquarters to each geographic Combatant Command. Alignment will facilitate integration into Combatant Commander exercises for joint warfighting headquarters. Similarly, alignment will enable the Army to integrate joint warfighting tasks into exercises conducted for these headquarters by the Mission Command Training Program.

Joint warfighter understanding of Army concept for supporting contingencies that develop on land – initially, if needed, with the Contingency Command Post in Army Service Component Commands, but ultimately with 'joint force capable' corps or division headquarters.

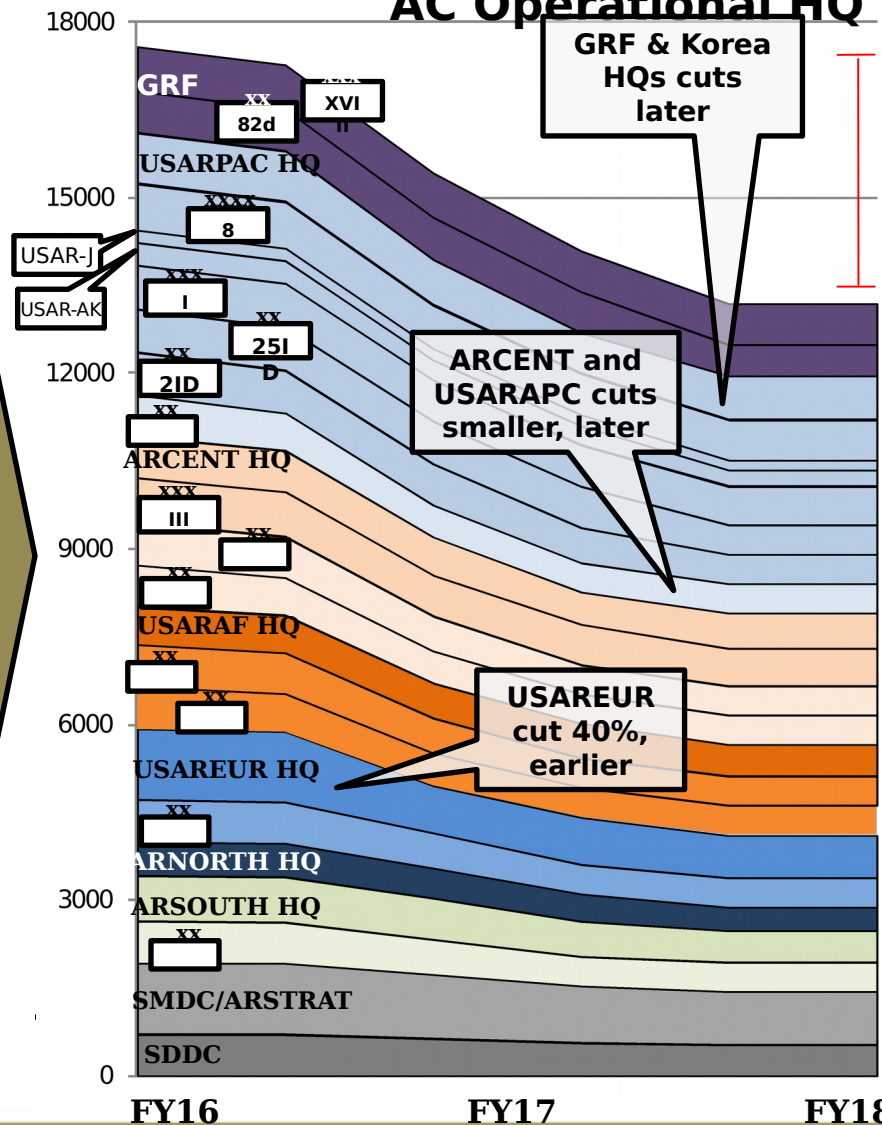
RAYMOND T. ODIERNO
General, United States Army



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Time-Phased Approach to AC Operational HQ Reductions



More Efficient; but perhaps not more Effective.

	FY 18 Program	Planned Endstate	% Cut
XVIII ABC	761	700	8%
82d	723	530	27%
USARPAC HQ	852	741	13%
8th Army	790	687	13%
USAR-J	229	172	25%
USAR-AK	387	290	25%
I Corps	761	650	15%
ARCENT HQ	700	609	13%
III Corps	761	650	15%
USARAF HQ	642	546	15%
USAREUR HQ	1198	719	40%
ARNORTH HQ	584	409	30%
ARSOUTH HQ	766	536	30%
Division HQ	723	500	31%
SMDC/ARSTRAT	1216	912	25%
SDDC	722	542	25%

ARCENT actually 47% with shift from TA 4.2 to TA 5.4.



Rand Analysis of Army HQs

- The Army should anticipate that the demand for JTFs in the future is likely to remain high
- The process to identify and assign key personnel to JTF HQs needs to be improved
- The Army can provide the core of JTF HQs for ground -oriented missions (corps and divisions).
 - But these Army HQs must be augmented
- Army led HQs need support from joint and interagency.

Source: “Enhancing Army Joint Force Headquarters Capabilities,” RAND, 2010.



NDU: Lessons Encountered: Learning from the Long War

- Unity of command is a key tenet in Joint Operations and remains relevant ... unity of command seems to have been bypassed in the development of disjointed Command and Control structures in the wars in Iraq and Afghanistan.



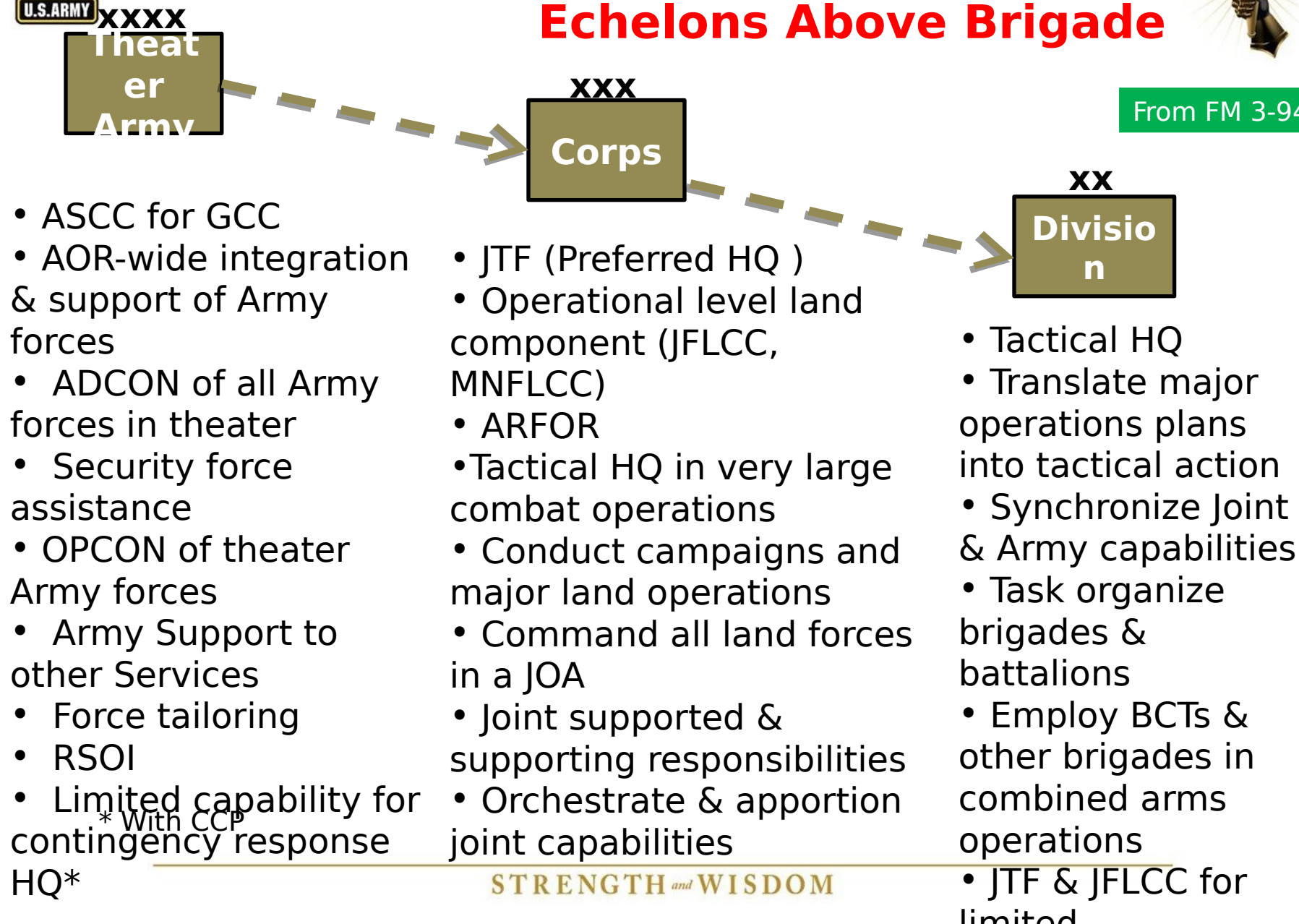
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Echelons Above Brigade

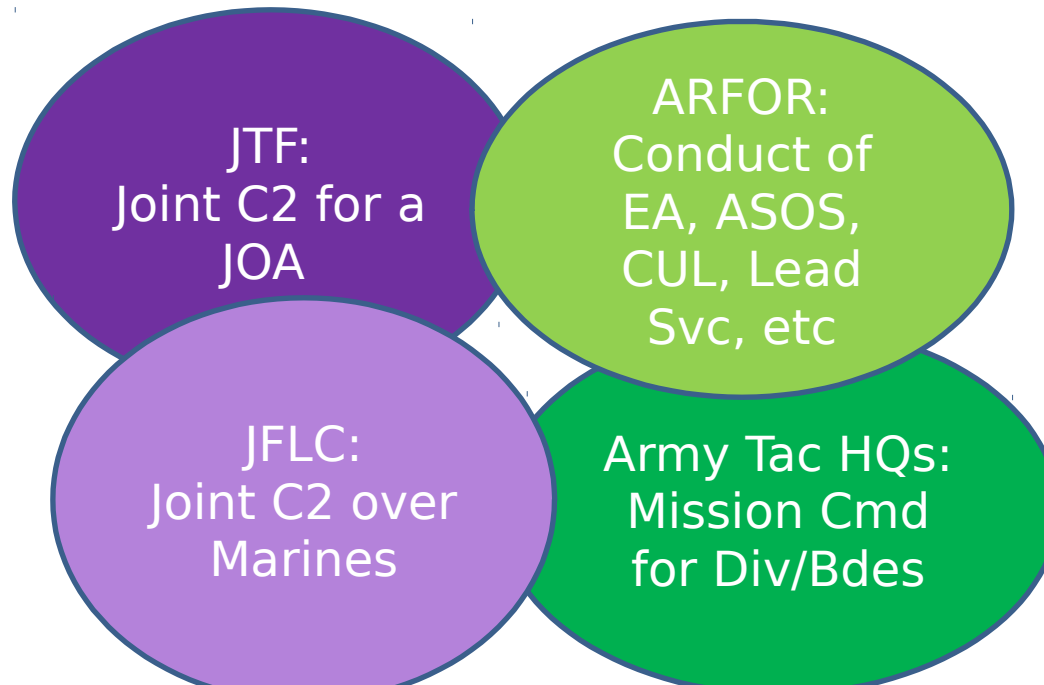
From FM 3-94





Emerging Command Relationships

- Four overlapping EAB Army doctrinal tasks to be conducted simultaneously land-centric operation



the risk is that a single Army HQs may be tasked to perform all four simultaneous tasks with CJTF-7 in 2003-2004; rather than having these split between two or more



Recent Challenges with CPs for Theater Armies



- **ARCENT:** has been organized under Theater Army Design 4.2 [some 1066 pax] which authorized an OCP that was based on LTG McKiernan's successful 2003 HQs for OIF I. It was a JTF/JFLCC-capable HQs and had been operating as de facto JTF Kuwait and SPARTAN SHIELD. With ARCENT's conversion to TA 5.4 and additional reductions, it is programmed at 47% of its previous strength. It can no longer provide either a JTF or JFLCC capable HQs, but still can serve as a theater-JFLCC AOR wide. This has necessitated use of Corps and Division HQs as a sourcing solution for CF(J); JTF-OIR, and JFLCC-I . ARCENT is now void of even a CCP to serve as an ARFOR HQs.
- **USAREUR:** With the inactivation of V Corps, which had been originally intended to be the OCP for USAREUR, the withdrawal of both division HQs; and their 40% staff reduction; USAREUR now depends on the 4th ID MCE to serve as a CCP. They now need augmentation to provide the requisite staff for a T-JFLCC for EUCOM.
- **USARAF:** because of the delay in obtaining a division HQs, USARAF had to ad hoc a CCP for use as the HQs for joint operations in Liberia.
- **USARSO/USARNO:** both of these HQs still require CCP-like HQs for a variety of functions at their CCDR's direction. Both lack assigned division HQs.














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Current Employment of Army HQs

Theater Armies/Field Army

★ ★ ★ ★		USARPAC	Assigned PACOM; T-JFLCC
★ ★ ★		ARCENT/Third Army	Assigned CENTCOM; T-JFLCC; initial JTF-
		OIR/JFLCC-I	
★ ★ ★		USAREUR/7th Army	Assigned EUCOM; EUCOM considering as
★ ★ ★		TJFLCC	
★ ★		ARNORTH/5th Army	Assigned NORTHCOM; TJLCC; CCP for DCSA
★ ★		USARAF/SETAF	Assigned AFRICOM; CCP initial JF HQs-Liberia
★ ★ ★		USARSO/6th Army	Assigned SOUTHCOM; CCP as contingency JTF
		Eighth Army	Assigned PACOM; USFJ ARFOR; Contingency JTF
<i>Other Army Hqs</i>			
★ ★		I Corps (Fwd)	Assigned PACOM; USFJ ARFOR
★ ★		Division (TDA)	Assigned FORSCOM; TAAC-S in ORS
★ ★		AAK (TDA)	Assigned PACOM; TRO bdes in Alaska
★ ★		TF-HOA (TDY/TCS)	Assigned AFRICOM; Army Lead Svc.



















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Current Employment of Army HQs

Corps/Divisions

 Corps	 I Corps	Assigned PACOM; Contingency JTF
	 III Corps	Allocated CENTCOM as CJTF-OIR
	 XVIII Airborne Corps	Allocated to GRF
 Divisions	 1st Armored Division	Allocated CENTCOM; CF(JORDAN)
	 1st Cavalry Division	Returning from TAAC-South in ORS
	 1st Infantry Division	Returning from CENTCOM as JFLCC-I
	 2d Infantry Division	Assigned PACOM; Allocated ROK as
	 Combined HQs	
	 3d Infantry Division	Allocated CENTCOM as NSE for ORS
	 4th Infantry Division	Allocated EUCOM as MCE for OAR
	 10th Mountain Division	Recently returned from OEF as RC (East)
	 25th Infantry Division	Assigned PACOM;
	 82d Airborne Division	Allocated to CENTCOM; JFLCC-I
	 101st Airborne Division	Recently returned from JFC-Liberia



Conclusions

- With Modularity, the Army had 3 Theater Army (TA) HQs each with a multi-corps MCO capable OCP; plus 2 TAs with a reduced CPs for SSCs. In addition, there were 3 robust corps and 10 division HQs plus the SSC capable SETAF.
- In 2009, the CSA decided to emphasize corps HQs, retain Eighth Army & V Corps as separate HQs, convert SETAF to USARAF, and convert other TA OCPs to CCPs
- In 2013, the CSA advocated increased use of corps and divisions as JTF/JFLCCs
- Beginning in 2013, the US Army programmed EAB HQs reductions by 25%
- Current Army EAB doctrine recognizes 4 distinct roles for TAs/corps/divisions
- By Nov 2015 Army HQs utilization demonstrates increased demand
- For 2020
 - The Army will have only one Theater Army retaining an actual CCP [USARPAC with I Corps (F)] and 5 Theater Armies effectively without CPs due to reductions; and almost totally dependent on corps and division HQs for CCDR immediate

